

Children's Services Act

Continuous Quality Improvement Dashboard

User Manual

May 2019



Background

During the FY 2016-2018 audit cycle, nearly 50% of all localities were cited for not having conducting certain planning and program management activities for their local Children's Services Act (CSA) program. These activities are required in the Code of Virginia, §2.2-5206 (4), (6), and (13) and in the Appropriation Act and are broadly referred to as utilization management. In response to these audit findings, the State Executive Council for Children's Services (SEC), directed the Office of Children's Services (OCS) to form an ad hoc work group to develop approaches and tools to assist localities in meeting their statutory requirements..

This SEC workgroup included representatives of the SEC, local CSA coordinators, local government advocates from the Virginia Municipal League and the Virginia Association of Counties, and OCS staff.

Beginning in June 2018, the workgroup dedicated their time and expertise to meet the SEC's charge to develop recommended approaches to assist local CSA programs to meet their statutory requirements for Utilization Management (UM).

The workgroup agreed upon the following:

- Rename UM to CSA Continuous Quality Improvement (CQI). Renaming the process will provide clarity about the expected activities and uses a recognized term and approach for data analysis and program improvement.
- Identify the universe of CQI elements and metrics (as well as data sources) grouped into three broad categories of focus: financial/expenditures, utilization and demographics, and outcomes and impact.
- Develop a dashboard that localities can use to help them easily analyze and “digest” their data.
- Create a form or template to guide and document local continuous quality improvement activities.

The CSA CQI Dashboard and CSA CQI Documentation Template were created. The CSA CQI Dashboard, designed using Microsoft's Power BI software, provides localities with an easy to navigate and visually appealing tool to access their expenditure, service utilization and outcomes data at an aggregate level. The CSA CQI Documentation Template, designed using Microsoft's Excel software, provides a straightforward means for documenting local CQI activities. Note that localities' use of the CQI Dashboard and CQI Documentation Template will satisfy UM statutory requirements and fulfill OCS audit review standards.

Instructions for using the CSA CQI Dashboard are provided in the pages that follow.

CQI Dashboard Home Screen

On the Home screen of the CQI Dashboard, an At-A-Glance view of data for the past two fiscal years is displayed for: Distinct Child Count, Gross Expenditures, Net Expenditures, Average Expenditures, Base Match Rate and Effective Match Rate. Initially the measures shown are for statewide data, but this can be changed by clicking the downward arrow in the Location dropdown menu and then clicking the check box for an individual locality as shown below:

The screenshot displays the CQI Dashboard Home Screen. On the left, there is a vertical menu with four blue buttons: 'Finance', 'Demographics/Utilization', 'Outcome Measures', and 'Location'. The 'Location' button is highlighted with a red circle, and a green arrow points to it from a text box that says 'Click downward arrow to bring up locality list'. To the right of the menu is the 'At-A-Glance' section, which shows data for FY 2017 and FY 2018. The data is presented in a table format with columns for the fiscal year and rows for various metrics. The 'Location' dropdown menu is currently set to 'All'.

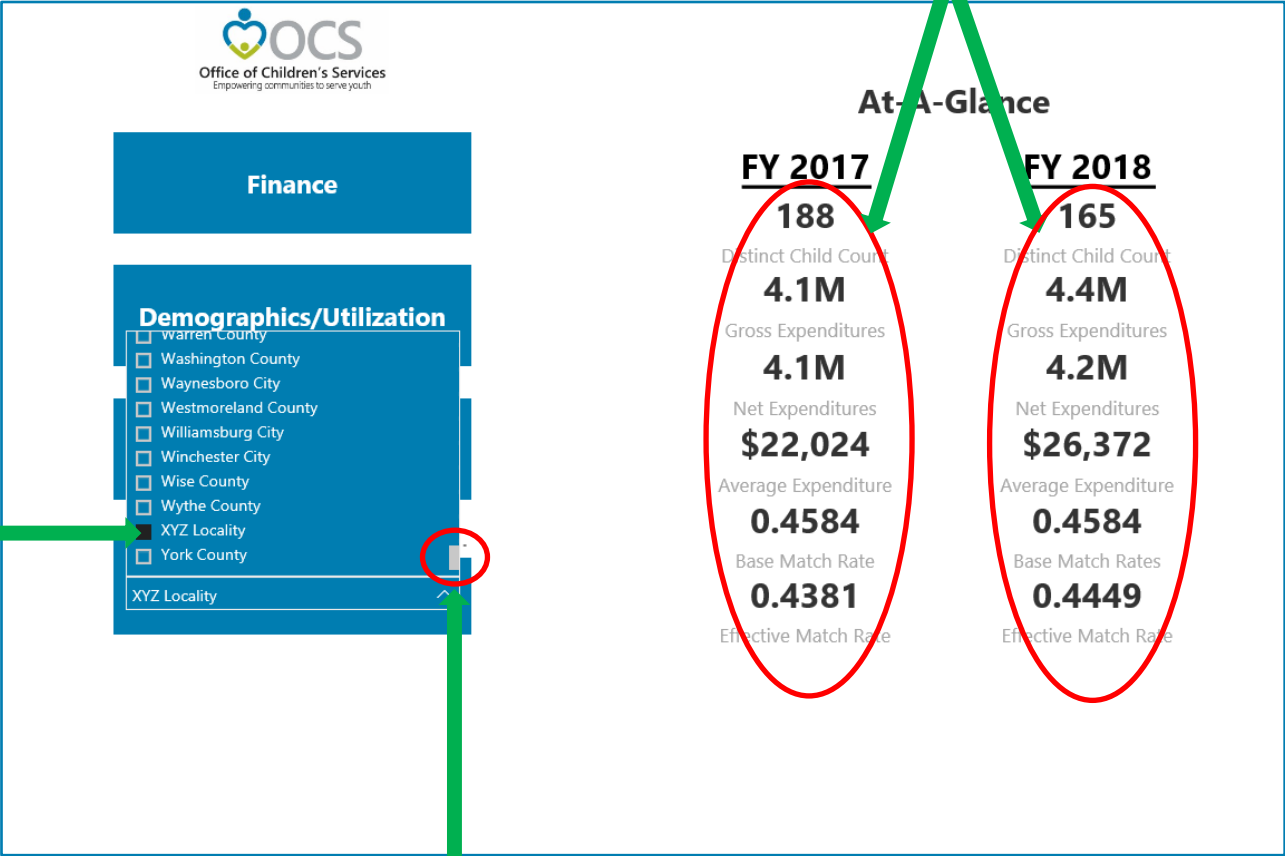
Office of Children's Services
Empowering communities to serve youth

At-A-Glance

	<u>FY 2017</u>	<u>FY 2018</u>
Distinct Child Count	15,743	15,744
Gross Expenditures	391.3M	415.7M
Net Expenditures	381.7M	394.0M
Average Expenditure	\$24,855	\$26,405
Base Match Rate	--	--
Effective Match Rate	0.3439	0.3430

Click downward arrow to bring up locality list

Click on a checkbox to select a locality




Figures change to those of chosen locality

Left mouse click and hold and move up or down or use mouse wheel to scroll

There are three broad categories of data: Finance, which looks at expenditures; Demographics/Utilization, which looks at child counts; and Outcome Measures, which looks at CSA performance measures. Clicking on the any of the three will bring up their respective landing pages. Each one will be looked at in depth.

Clickable links to open three categories of data



Finance

Demographics/Utilization

Outcome Measures

Location

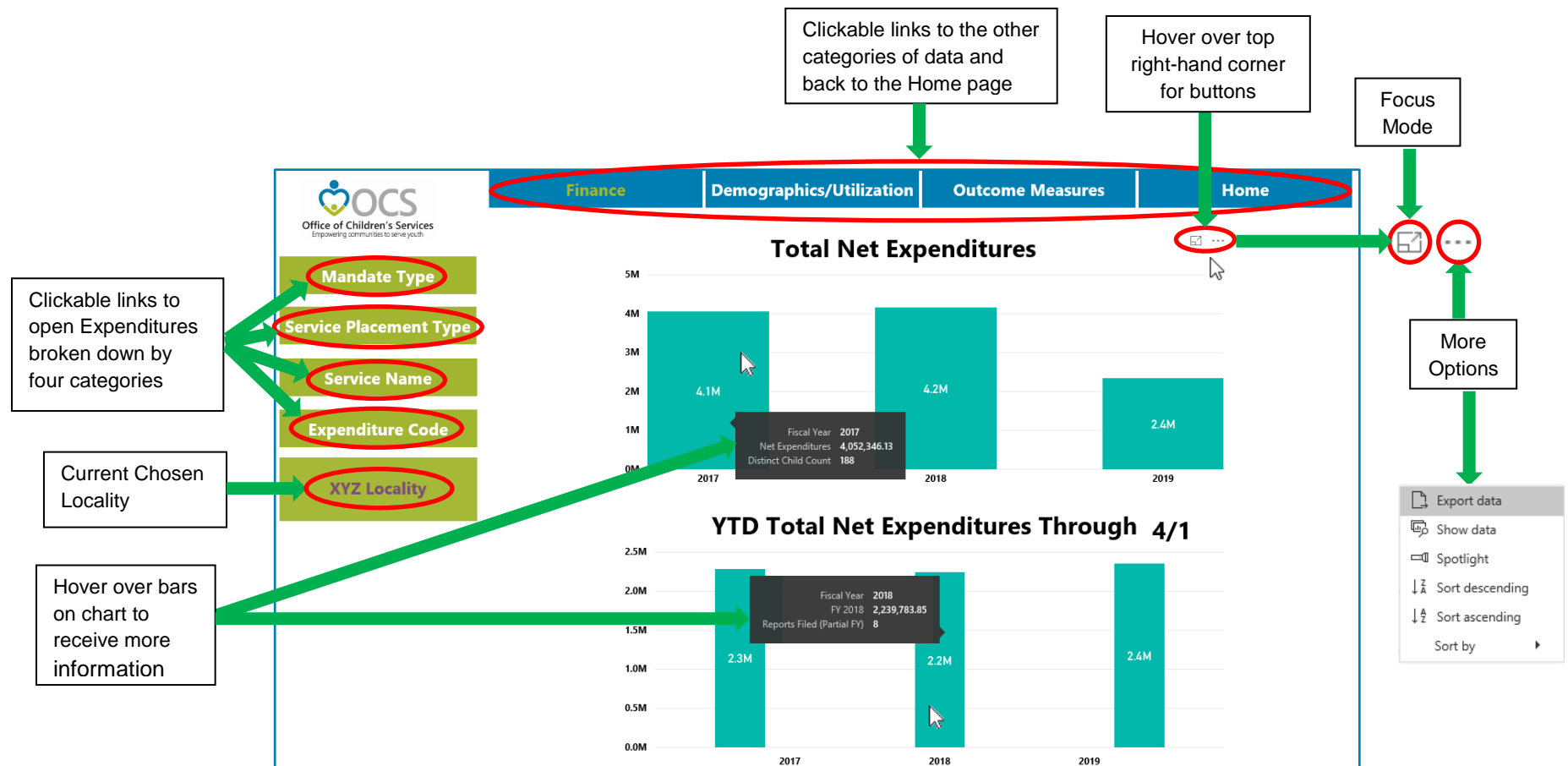
XYZ Locality

At-A-Glance

FY 2017	FY 2018
188	165
Distinct Child Count	Distinct Child Count
4.1M	4.4M
Gross Expenditures	Gross Expenditures
4.1M	4.2M
Net Expenditures	Net Expenditures
\$22,024	\$26,372
Average Expenditure	Average Expenditure
0.4584	0.4584
Base Match Rate	Base Match Rates
0.4381	0.4449
Effective Match Rate	Effective Match Rate

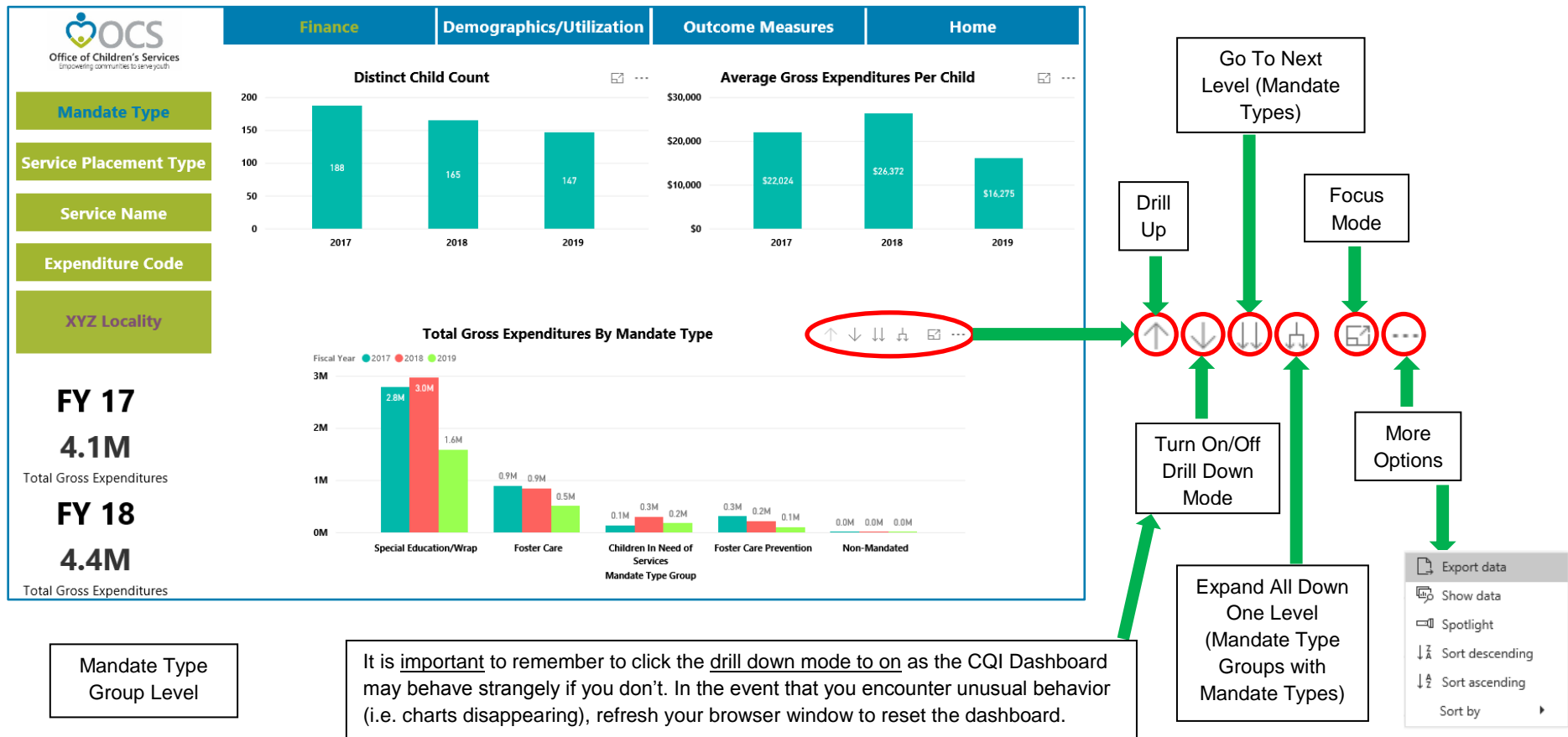
Finance Section Landing Page

The Finance section landing page, indicated by “Finance” highlighted in green, includes two charts. The top chart shows Total Net Expenditures for the past two fiscal years as well as the current fiscal year-to-date. The bottom chart shows the Total Net Expenditures for the current fiscal year-to-date and for the corresponding period for the past two fiscal years. You can hover over the bars of each of the charts to see more information in a tooltip box. You can also hover over the top right-hand corner of the charts to bring up two options. The first is the Focus Mode button (🖨️), which enlarges the chart to fullscreen. The second is the More Options button (...), which brings up a dropdown menu where you can choose to Export Data (Comma Separated Values (.csv) type text files that can be opened in Excel), Show Data, Spotlight (highlights the chart) or various Sorting options. *The More Options button is not available on the public cloud version of the CQI Dashboard.* On the left hand side are clickable links to expenditures broken down by Mandate Type, Service Placement Type, Service Name and Expenditure Code. Below the links is your chosen locality box – you must go back to the Home Screen to change localities.



Expenditures By Mandate Type

The Expenditure By Mandate Type Screen, indicated by “Finance” highlighted in green and “Mandate Type” highlighted in blue, includes three bar charts: Distinct Child Count, Average Gross Expenditures Per Child and Total Gross Expenditures By Mandate Type. When hovering over each of the three charts, there are Focus Mode (🖨) and More Options (⋮) buttons. The Total Gross Expenditures By Mandate Type chart includes four additional buttons: Drill Up (⬆), Turn On/Off Drill Down (⬇), Go To Next Level (⬇⬆), and Expand All Down One Level (⬇⬆). The Total Gross Expenditures By Mandate Type chart initially show expenditures by mandate types grouped into five higher level mandate type groups (Foster Care, Foster Care Prevention, Children In Need of Services, Special Education/Wrap and Non-Mandated). The mapping of these mandate types is included in Appendix A. To drill down from a particular mandate type group to the underlying mandate types, you must turn the drill down mode to on (⬇). Note that if a particular mandate type group or mandate type is not displayed on the chart for your locality, it means that no children in your locality received services under that mandate type group or mandate type.



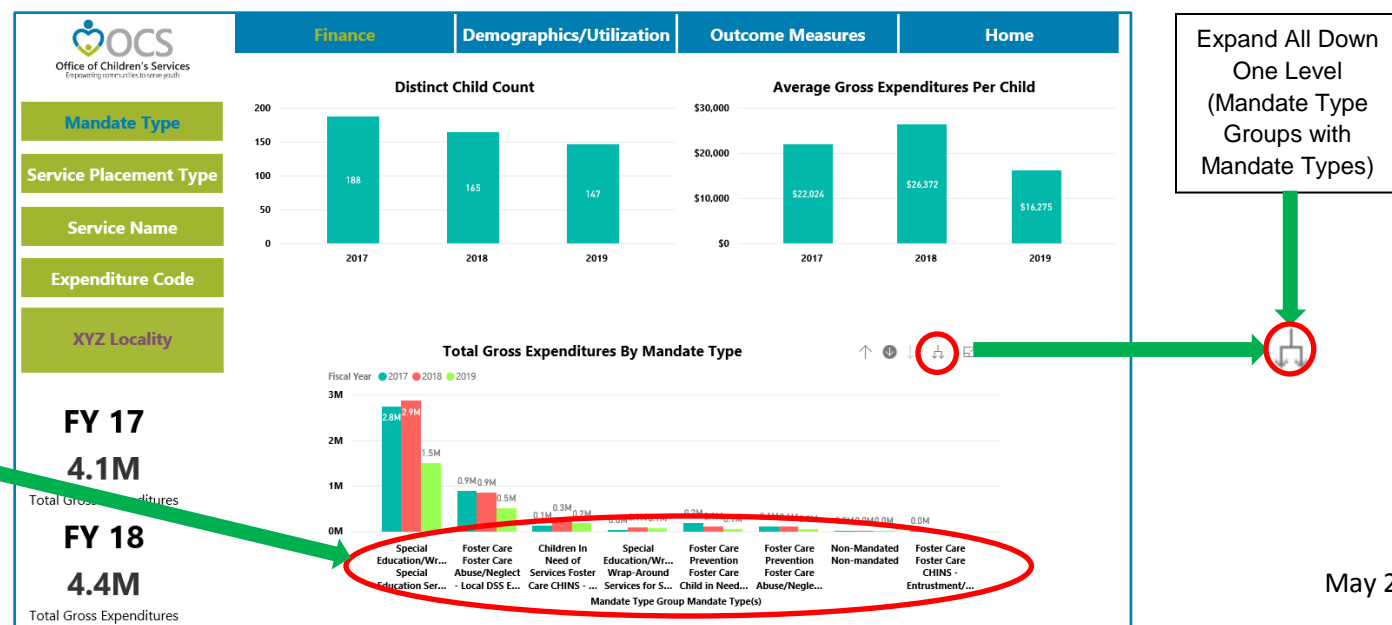
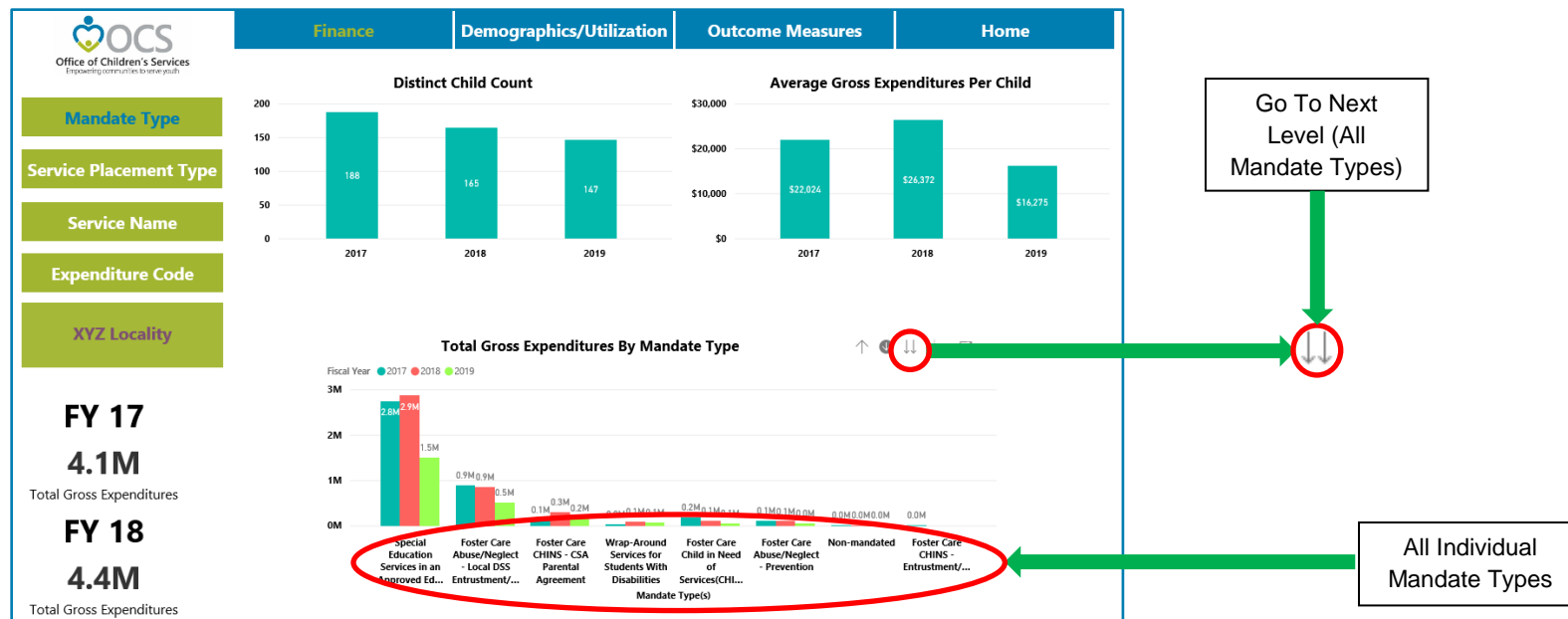
For example, to view the mandate types in the Special Education/Wrap mandate type group, turn the Drill Down Mode on (down arrow will be highlighted in grey - ⬇️), then click on any of the bars in Special Education/Wrap mandate type group chart. The two mandate types that make up the group are displayed below – Special Education Services in an Approved Educational Placement and Wrap-Around Services for Students With Disabilities. The data points in the Distinct Child Count and Average Gross Expenditures Per Child charts change to reflect the chosen Special Education/Wrap mandate type group



To Drill Down further to a single mandate type, click on a bar for one of the mandate types. For instance, by clicking on a Special Education Services in an Approved Educational Placement mandate type bar, all three charts change to reflect only that single mandate type.

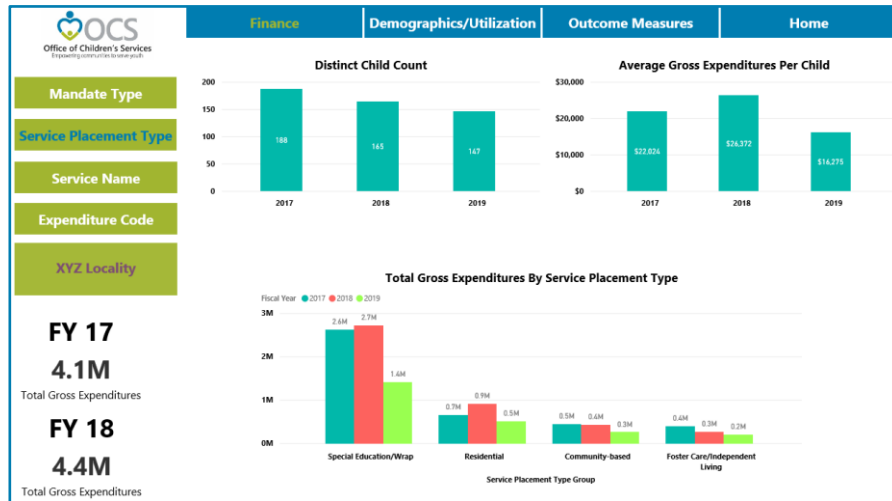


To return to the previous Foster Care Mandate Type Group level, click the upward arrow once. To return to the Mandate Type Group level, click the upward arrow again. As shown on the next page, the Go To Next Level button (↓) returns expenditures by all individual mandate types and the Expand All Down One Level button (⇅) returns expenditures by all Mandate Type Groups along with their respective individual mandate types.

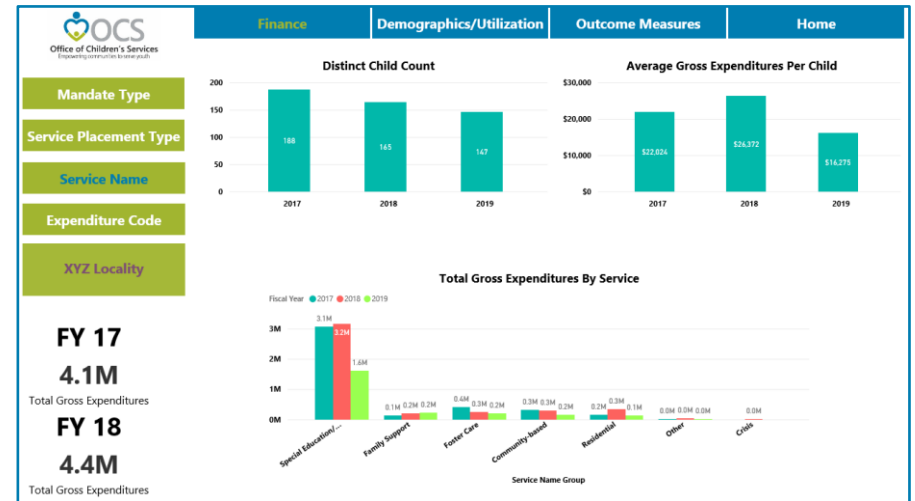


The Expenditures By Service Placement Type, Service Name and Expenditure Code are set up in the same manner as the Expenditures By Mandate Type, with the individual categories mapped to higher level groups as listed in Appendix A.

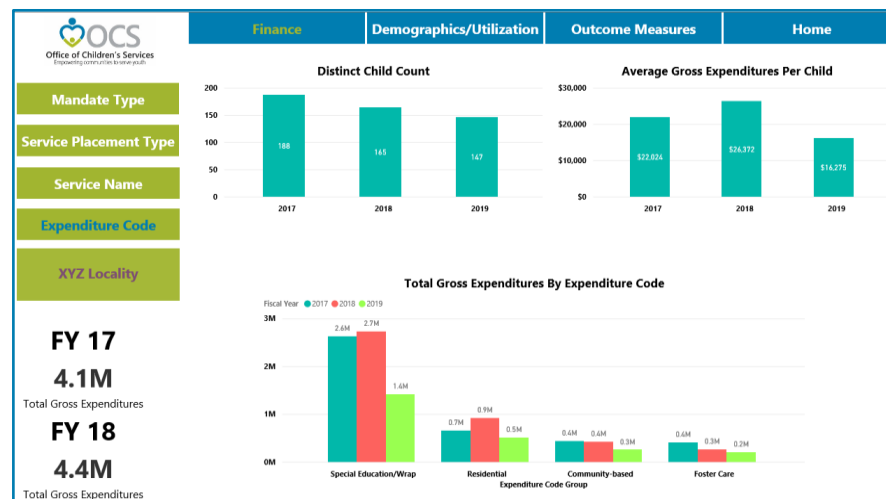
Expenditures By Service Placement Type



Expenditures By Service Name

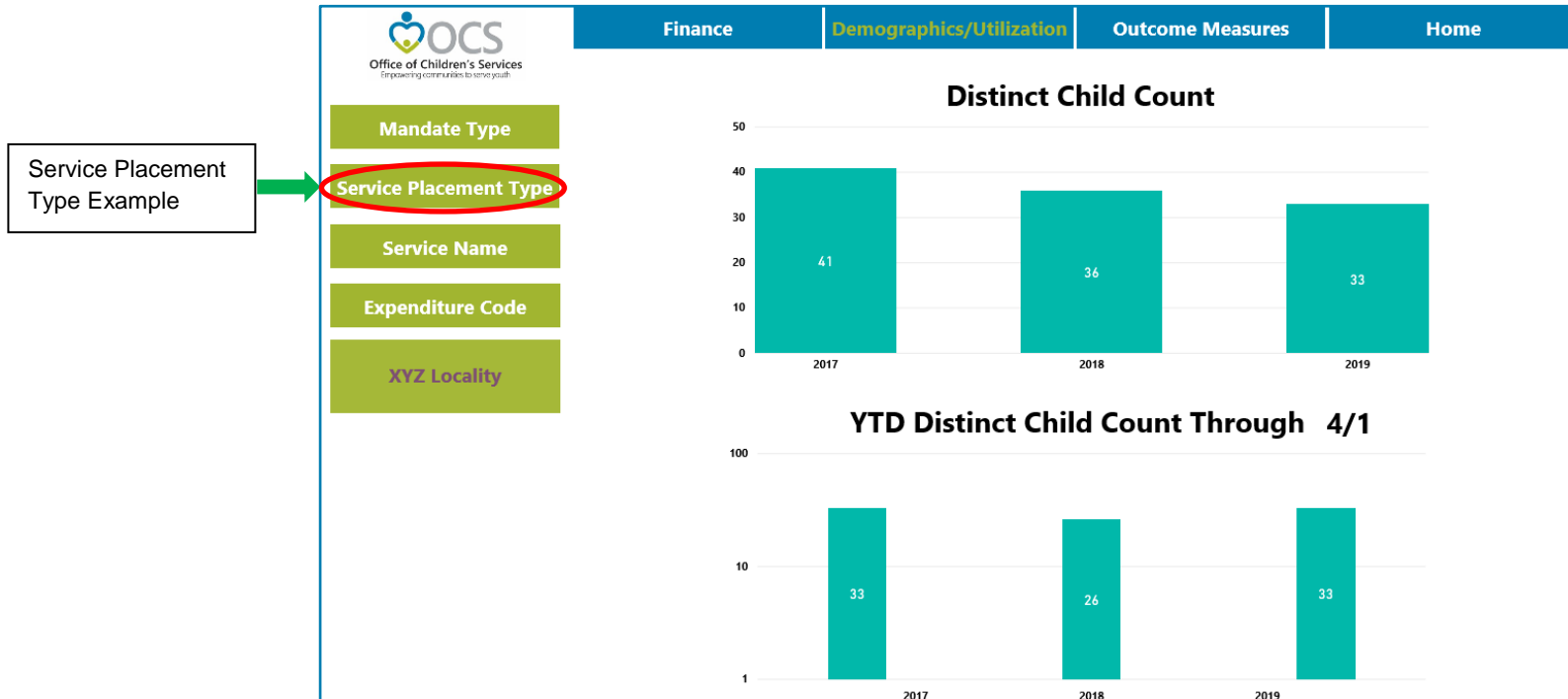


Expenditures By Expenditure Code



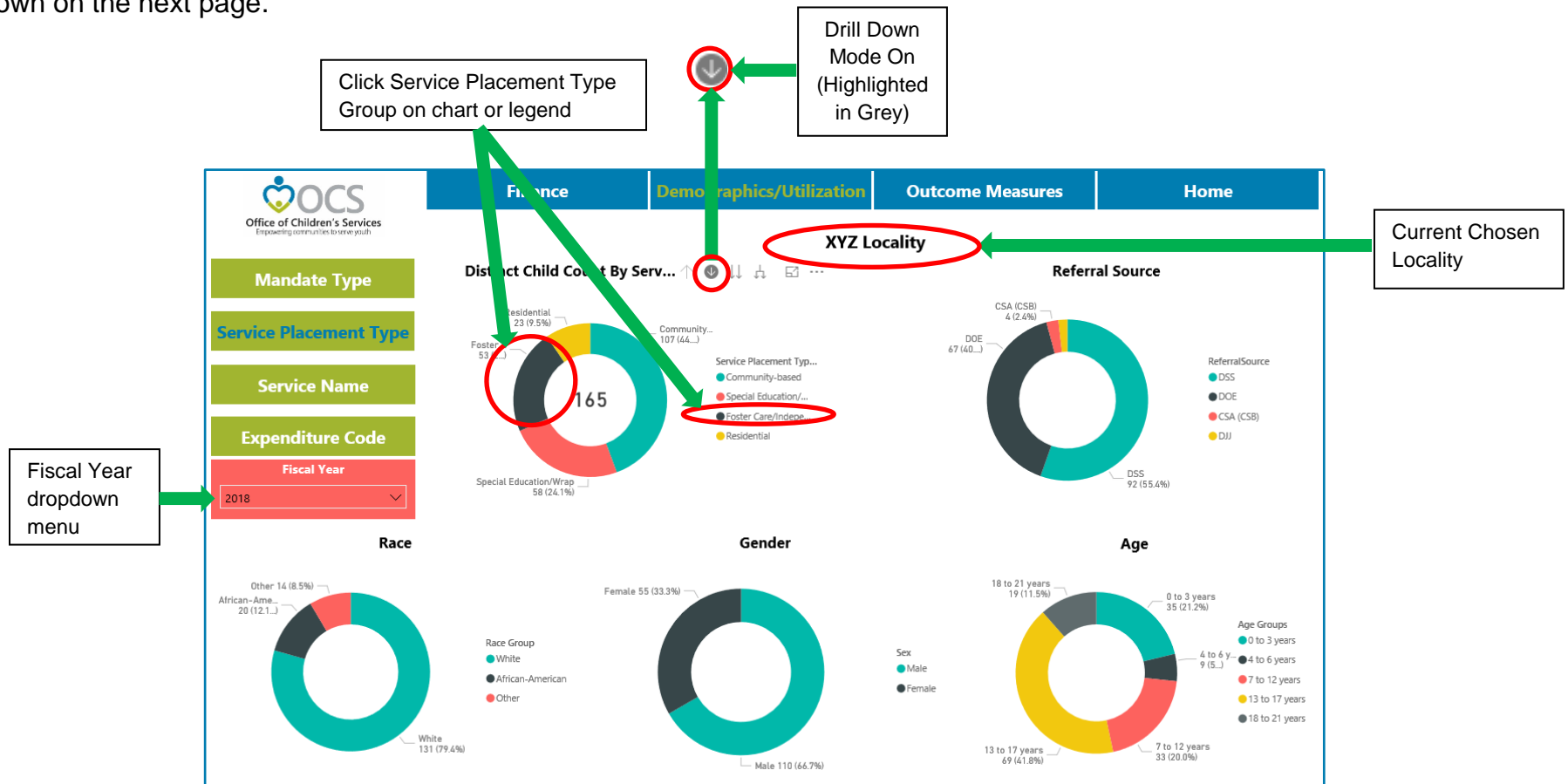
Demographics/Utilization Section Landing Page

The Demographics/Utilization section landing page, indicated by “Demographics/Utilization” highlighted in green, is identical to the Finance section landing page except Distinct Child Counts are displayed instead of Total Net Expenditures. Distinct Child Count By Service Placement Type will serve as an example of displaying Distinct Child Count by one of the four categories on the left-hand side of the page: Mandate Type, Service Placement Type, Service Name and Expenditure Code. By clicking on the Service Placement Type button, the Distinct Child Count By Service Placement Type screen will populate as shown on the next page.

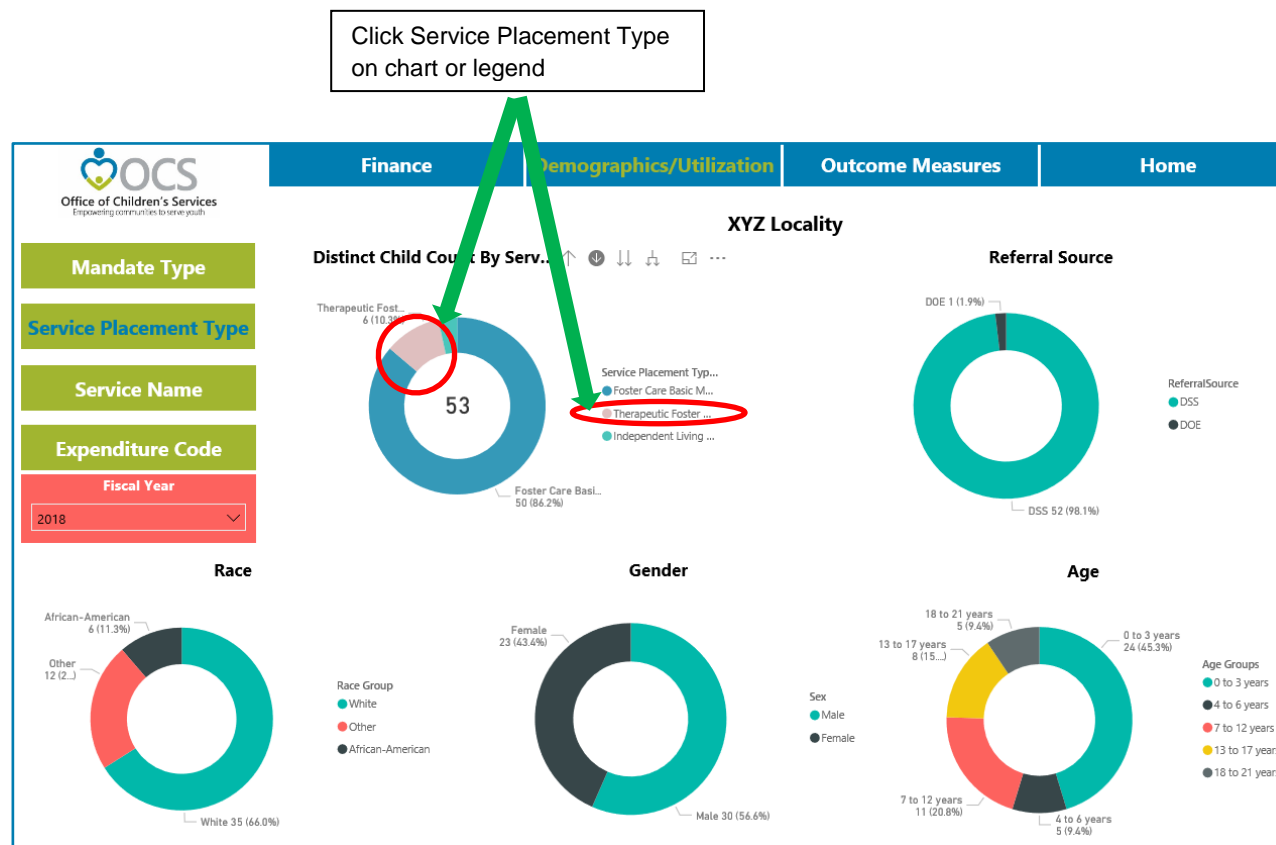


Distinct Child Count By Service Placement Type

The Distinct Child Count By Service Placement Type Screen, indicated by “Demographics/Utilization” highlighted in green and “Service Placement Type” highlighted in blue, includes five donut charts: Distinct Child Count By Service Placement Type, Referral Source, Race, Gender and Age. The Distinct Child Count By Service Placement Type and Race charts are drillable and include the four drill buttons (hover over top right corner of charts) mentioned earlier in these instructions (↑ ↓ ↕ ↗). However, only drilling down in the Distinct Child Count By Service Placement Type chart will change what is displayed in the four other charts, while drilling down in the Race chart simply shows the small set of races that comprise the “Other” category. All five charts include the Focus Mode (🔍) and More Options (⋮) buttons. The fiscal year can be changed via the Fiscal Year dropdown box on the left hand side of the screen. To demonstrate the drill down feature on the Distinct Child Count By Service Placement Type chart, first click the drill down mode on/off button to turn it on (🕒) and then click either the donut chart itself or one of the Service Placement Type Groups in the legend. For example, clicking the Foster Care/Independent Service Placement Type Group (dark grey color) changes all the charts to reflect just that group as shown on the next page.

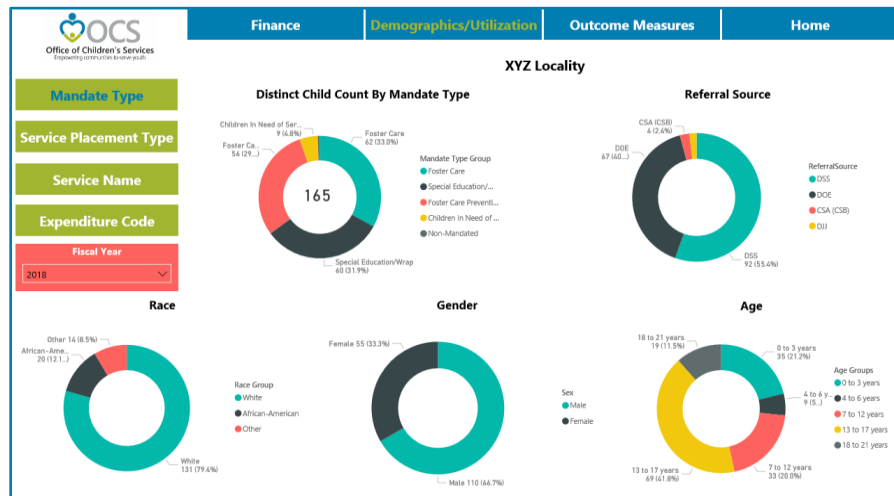


The XYZ Locality has provided services under three Service Placement Types, Therapeutic Foster Care, Independent Living Stipend and Foster Care Basic Maintenance and Basic Activities Payments that are members of the Foster Care/Independent Service Placement Type Group. There is a fourth Service Placement Type in the Group, Independent Living Arrangement, but XYZ Locality did not provide any services that fall under this Service Placement Type. The Referral Source, Race, Gender and Age charts all change to reflect selection of the Foster Care/Independent Service Placement Type Group. Note that the dashboard automatically omits the Independent Living Arrangement label on the donut chart for aesthetic reasons, but clicking the Focus Mode button allows you to enlarge the visualization and view all the labels. To look at an individual Service Placement Type, click one in the donut chart or legend. For instance, clicking on Therapeutic Foster Care will adjust all the charts to reflect only that service placement type as shown on the next page.

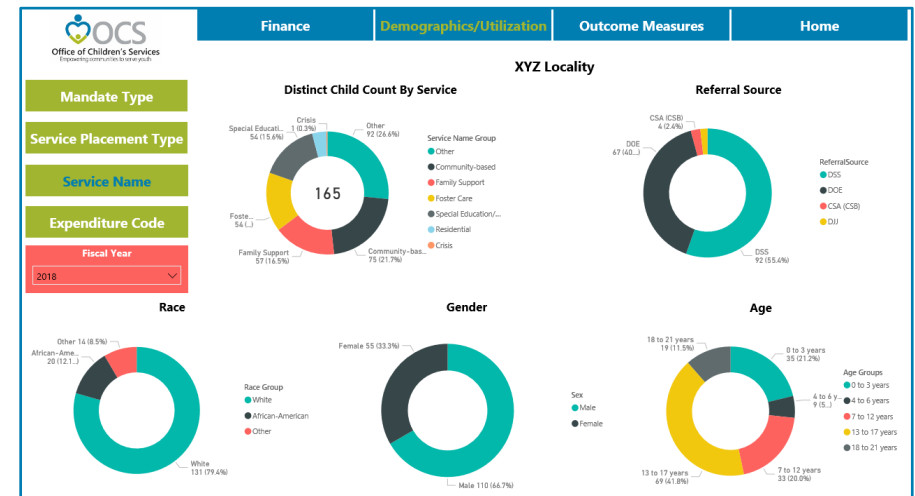


The Distinct Child Count By Mandate Type, Service Name and Expenditure Code are set up in the same manner as the fashion as the Distinct Child Count By Service Placement Type, with the individual categories mapped to higher level groups as listed in Appendix A.

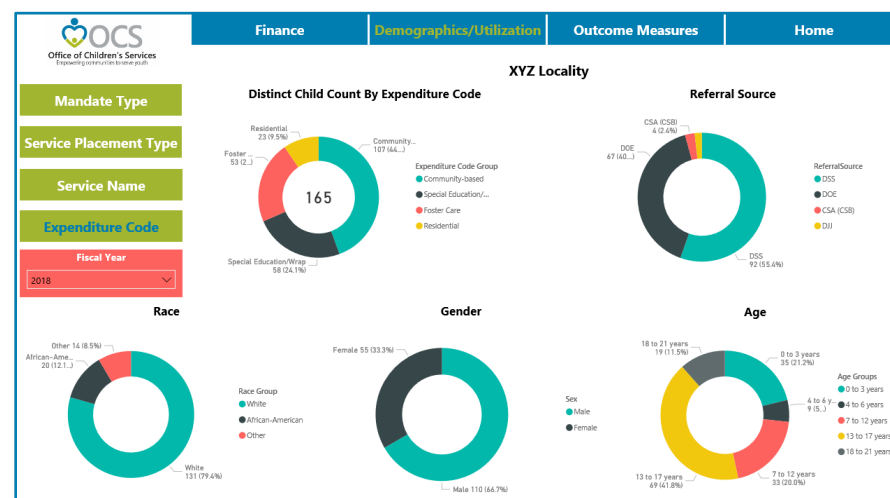
Distinct Child Count By Mandate Type



Distinct Child Count By Service Name

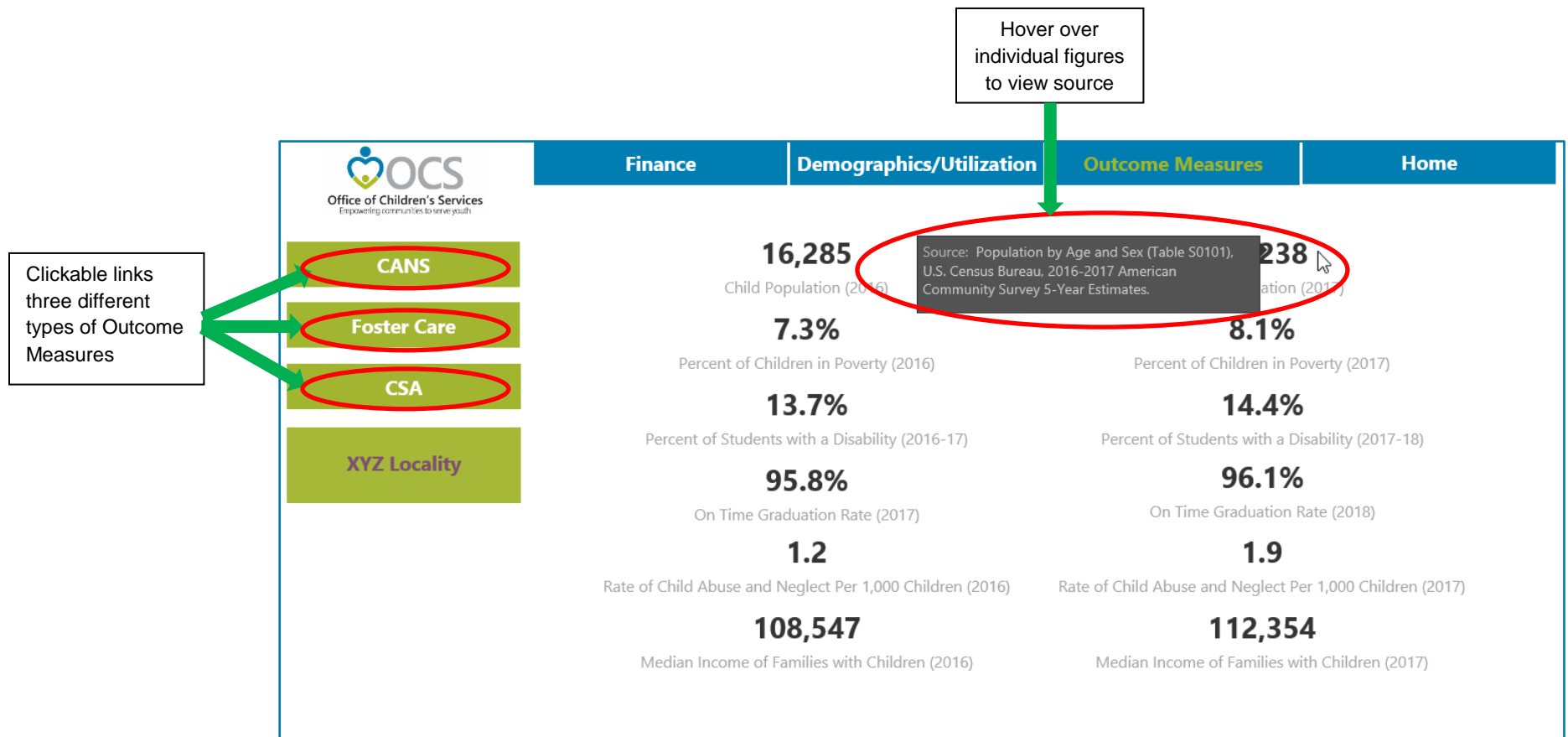


Expenditures By Expenditure Code



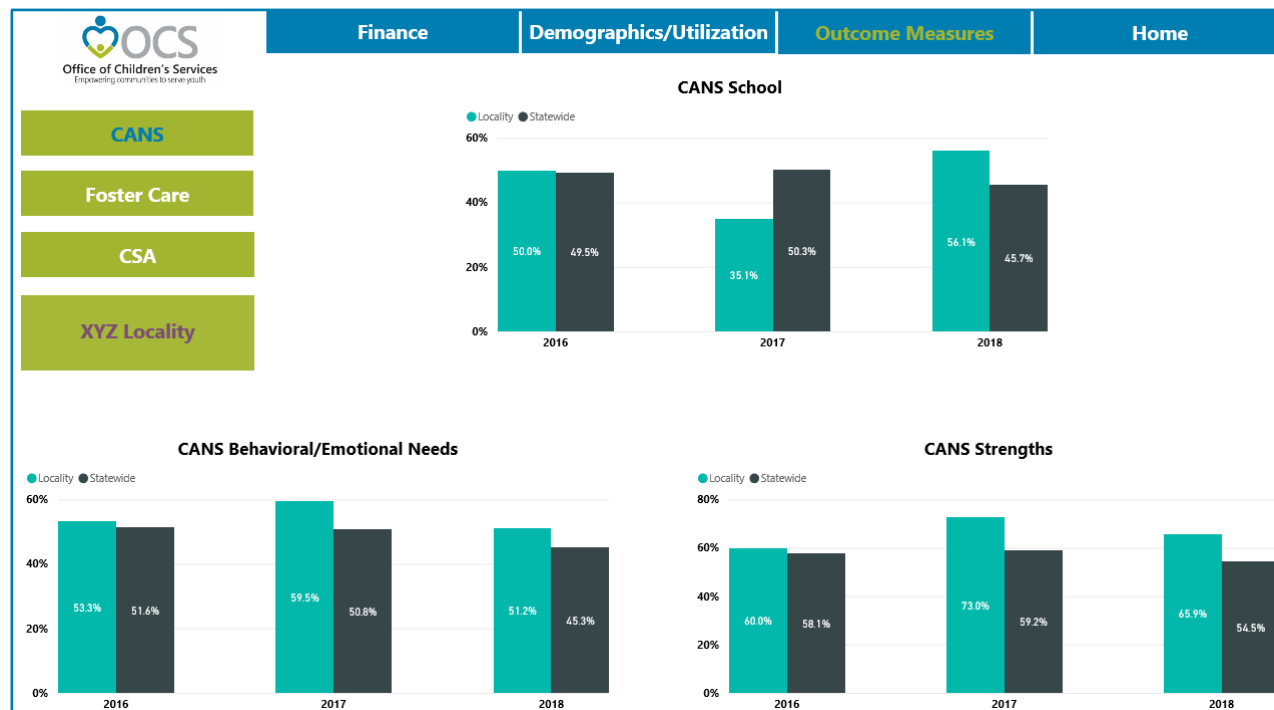
Outcome Measures Section Landing Page

The Outcome Measures section landing page, indicated by “Outcome Measures” highlighted in green, displays the most recent two years of data available about the populations that your local CSA program serves: Child Population; Percent of Children in Poverty; Percent of Students with a Disability; On Time Graduation Rate; Rate of Child Abuse and Neglect Per 1,000 Children; and Median Income of Families with Children. Data is collected from a variety of sources including the U.S. Census Bureau, the Virginia Department of Education and the Annie E. Casey Foundation. By hovering over any of these figures, detailed information about each of the data sources can be viewed. Along the left hand side are three types of clickable outcome measures links: Those related to the CSA’s standardized assessment tool, the CANS (Children and Adolescent Needs and Strengths), Foster Care and the mix of services provided by your local CSA program.



CANS Outcome Measures

The CANS Outcomes Measures Screen, indicated by “Outcomes Measures” highlighted in green and “CANS” highlighted in blue, includes three bar charts based on CANS domains: CANS School, CANS Behavioral/Emotional Needs and CANS Strengths. Each of the CANS domains contains a number of questions (School (3), Behavioral/Emotional Needs (10) and Strengths (11)) and are listed in Appendix B. The charts include the most recent three fiscal year cohorts of local CANS data compared to the statewide average (right bar). The children are assigned to the fiscal year cohort in which they first received their baseline (initial) assessment. Only youth who have had at least one subsequent re-assessment (as of the most recent period reviewed) have been included (as time elapses and additional youth in their respective fiscal year cohorts receive re-assessments, the number in the cohorts will grow and the outcomes recalculated). The baseline assessment score was compared to the most recent assessment. For each locality, the percent of youth with a decreased average score (showing improvement) on the items in their respective domains were calculated and displayed in the charts. A higher percentage indicates relatively more children in your locality have improved CANS scores. Hovering over the bars in the charts will give more information about the CANS Outcome Measures.



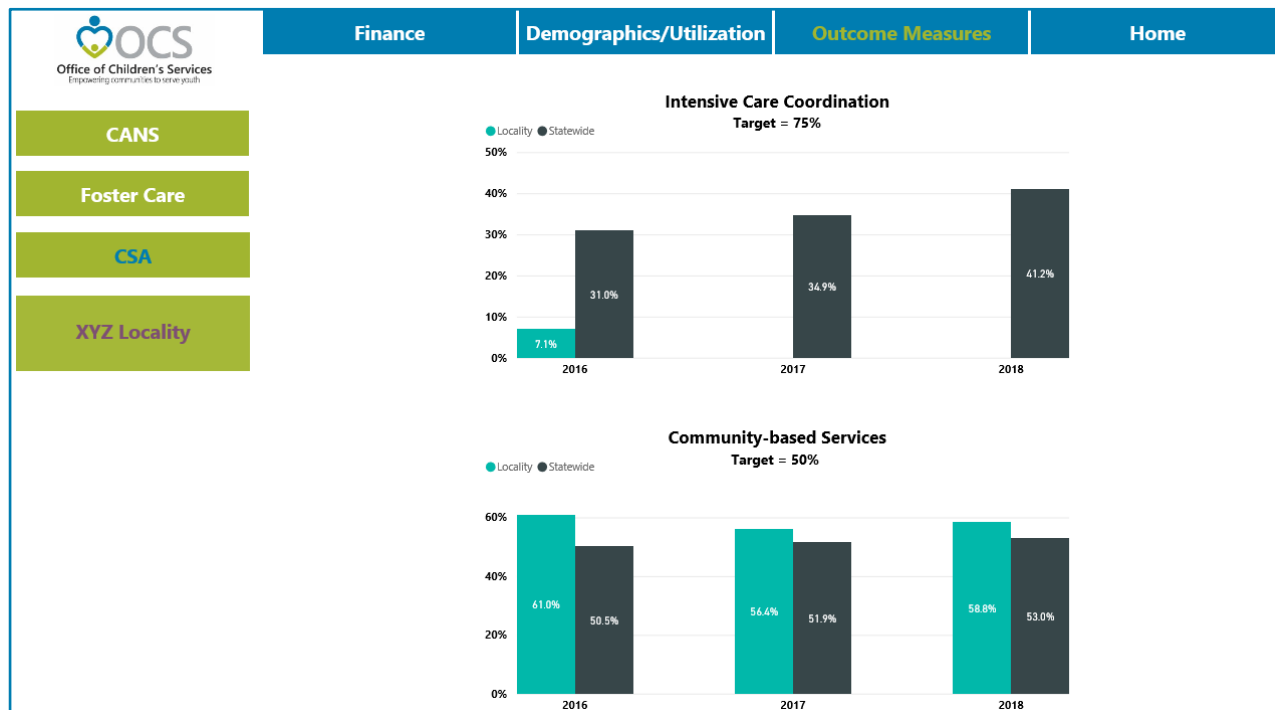
Foster Care Outcome Measures

The Foster Care Outcomes Measures Screen, indicated by “Outcomes Measures” highlighted in green and “Foster Care” highlighted in blue, includes two bar charts based on data from the Virginia Department of Social Services (VDSS). The first is the Family-Based Foster Care chart, which measure the percentage of foster care children placed in family or family-like settings as opposed to group homes or congregate care settings. The second is the Exits To Permanency, which is defined as the percentage of child who exit from foster care to a permanent living situation. The targets for the two outcome measures, 85 percent and 86 percent, respectively, are set by the VDSS. Hovering over the bars in the charts will give more information about the Foster Care Outcome Measures.



CSA Outcome Measures

The CSA Outcomes Measures Screen, indicated by “Outcomes Measures” highlighted in green and “CSA” highlighted in blue, includes two bar charts based on CSA data collected by the OCS. The Intensive Care Coordination (ICC) chart weighs a locality’s utilization of ICC relative to the number of children placed in a residential setting. The SEC has set a target of 75 percent for this outcome measure. In this example, because XYZ Locality did not have any children placed in the ICC service placement type in FY2017 and FY2018, there aren’t any bars in the chart for those fiscal years. Also of note, localities with no youth receiving ICC and six or fewer youth place in residential care were excluded from the calculations to avoid misrepresentation due to low sample size. The Community-based Services chart measures the proportion of children receiving only community-based services to all youth served through the CSA. The SEC has set a 50 percent target for this Outcome Measure. Hovering over the bars in the charts will give more information about the CSA Outcome Measures.



Printing

Dashboards are typically designed to be viewed on computer screens in real-time and not printed. Microsoft did not deviate from this standard and has not included a means to print dashboards in their Power BI software. However, a workaround exists. By using your browser's own printing dialogue, printing of single dashboard pages either to a printer or saving to a PDF is possible. Surprisingly (or not really), this does not work for Microsoft's Internet Explorer and, perhaps, other browsers. But it does work for Google's Chrome browser and is described below.

First, click on the three vertical dots in the top right hand of your Chrome browser and click print:

The screenshot shows a Chrome browser window displaying a Microsoft Power BI dashboard. The dashboard is titled "Office of Children's Services" and "Empowering communities to serve youth". It features a sidebar with filters: "Mandate Type", "Service Placement Type", "Service Name", "Expenditure Code", and "XYZ Locality". The main content area displays three charts: "Distinct Child Count" (bar chart for 2017, 2018, 2019), "Average Gross Expenditures P" (bar chart for 2017, 2018), and "Total Gross Expenditures By Expenditure Code" (grouped bar chart for 2017, 2018, 2019). The browser's print menu is open, showing options like "Print...", "Cast...", "Find...", and "More tools". A red circle highlights the "Print..." option, and a green arrow points to it with the label "Click Print". Another red circle highlights the three vertical dots in the top right corner of the browser window, with a green arrow pointing to it and the label "Three Vertical Dots".

Three Vertical Dots

Click Print

Microsoft Power BI

https://Power_BI/OCS Test Dashboard

Office of Children's Services
Empowering communities to serve youth

Mandate Type

Service Placement Type

Service Name

Expenditure Code

XYZ Locality

FY 17
4.1M
Total Gross Expenditures

FY 18
4.4M
Total Gross Expenditures

Finance

Demographics/Utilization

Outcome Measures

Distinct Child Count

Average Gross Expenditures P

Total Gross Expenditures By Expenditure Code

Fiscal Year: 2017, 2018, 2019

Expenditure Code Group

Special Education/Wrap

Residential

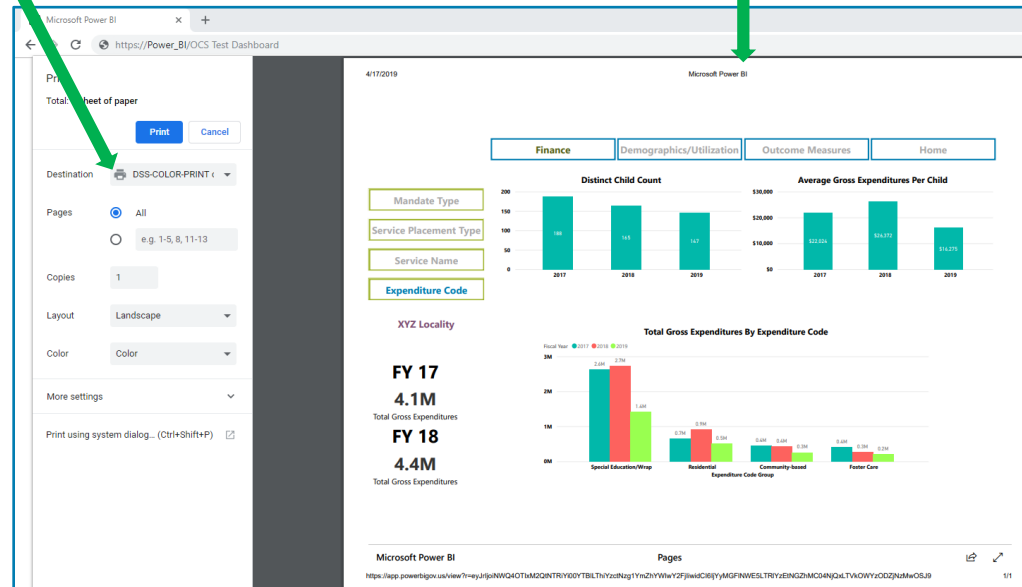
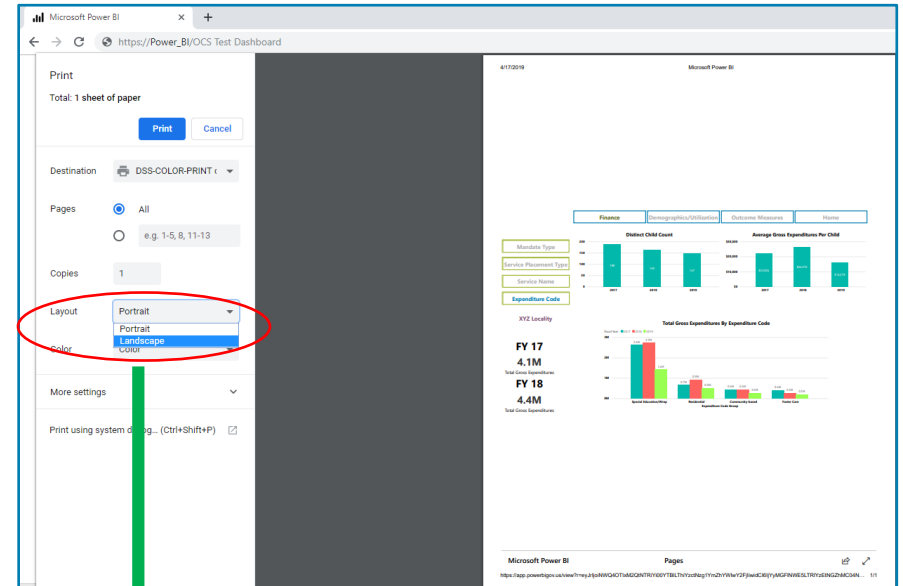
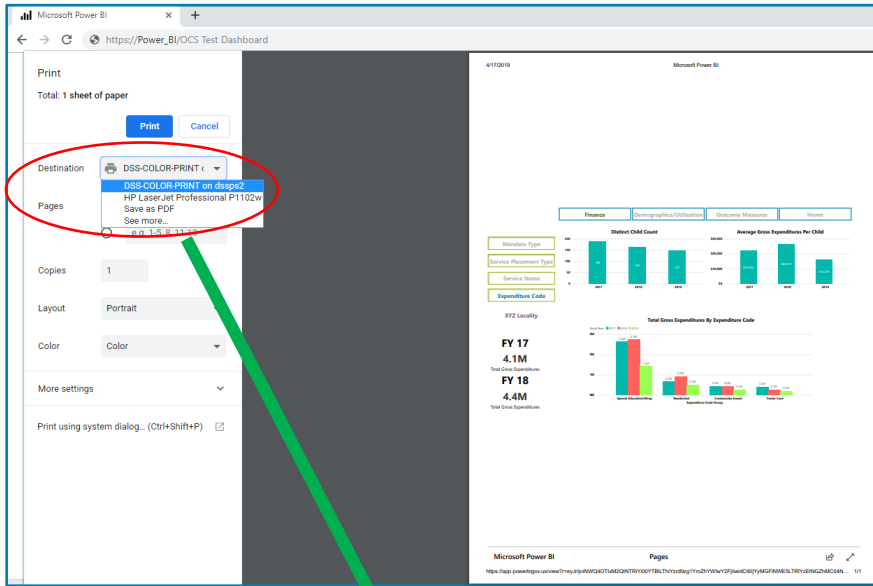
Community-based

Foster Care

Print... (Ctrl+P)

Managed by your organization

Choose your Destination – either a printer or Save as PDF and switch your Layout to Landscape:



To remove the Header and Footer and include the color backgrounds, click More settings and uncheck Headers and Footers and check Background Graphics (you may have to scroll down with your mouse on left hand side of screen for this option to be visible). Finally, click Print or Save if saving as a PDF.

Click More settings

Uncheck Headers and footers

Check Background graphics

Mouse in this area and use scroll wheel down to view all options

Click Print (or Save)

The screenshots show the Microsoft Power BI print settings interface. The top screenshot shows the 'More settings' menu expanded, with the 'Print' button circled. The bottom screenshot shows the 'Print' button circled, with the 'Background graphics' checkbox checked.

Appendix A

CSA CQI Dashboard Codes and Group Mapping

Mandate Type Groups

Value	Mandate Type	Mandate Group
1	Foster Care Abuse/Neglect - Prevention	Foster Care - Prevention
4	Foster Care Child in Need of Services(CHINS) - Prevention	Foster Care - Prevention
2	Foster Care Abuse/Neglect - DSS Non-custodial agreement	Foster Care
3	Foster Care Abuse/Neglect - Local DSS Entrustment/Custody	Foster Care
6	Foster Care CHINS - Entrustment/Custody	Foster Care
7	Foster Care - Court Ordered for truancy	Foster Care
8	Foster Care - Court Ordered for delinquent behaviors	Foster Care
5	Foster Care CHINS - CSA Parental agreement	CHINS
9	Wrap-Around Services for Students With Disabilities	Special Education
10	Special education services in an approved educational Placement	Special Education
11	Non-mandated	Non-mandated

Service Placement Type Groups

Value	Service Placement Type (SPT)	SPT Group
1	Community Service	Community-based
2	Community Transition Services	Community-based
3	Intensive Care Coordination	Community-based
4	Intensive In-Home	Community-based
13	Psychiatric Hospital/Crisis Stabilization Unit	Community-based
5	Services for SPED Children Educated in the Public School	Special Education/Wrap
6	Special Education Private Day Placement	Special Education/Wrap
8	Foster Care Basic Maintenance & Basic Activities Payments	Foster Care/Independent Living
10	Therapeutic Foster Home	Foster Care/Independent Living
11	Independent Living Stipend	Foster Care/Independent Living
12	Independent Living Arrangement	Foster Care/Independent Living
14	Temporary Care Facility and Services (Congregate Care Setting)	Residential
15	Group Home (Congregate Care Setting)	Residential
16	Residential Treatment Facility(Congregate Care Setting)	Residential
17	Congregate Educational Services - for Medicaid Funded Placements	Residential
18	Congregate Educational Services - for Non-Medicaid Funded Placements	Residential

Service Name Groups

Value	Service Name	Service Names Group
2	Applied Behavior Analysis	Community-based
3	Assessment/Evaluation	Community-based
21	Mental Health Case Management	Community-based
22	Mental Health Skills Building	Community-based
25	Outpatient Services	Community-based
38	Substance Abuse Case Management	Community-based
40	Therapeutic Day Treatment for Children and Adolescents	Community-based
1	Acute Psychiatric Hospitalization	Crisis
5	Crisis Intervention	Crisis
6	Crisis Stabilization	Crisis
7	Family Partnership Facilitation	Family Support
8	Family Support Services	Family Support
9	Independent Living Services	Family Support
10	Individualized Support Services	Family Support
11	Intensive Care Coordination	Family Support
12	Intensive Care Coordination Family Support Partner	Family Support
13	Intensive In Home Services	Family Support
20	Material Support	Family Support
23	Mentoring	Family Support
35	Respite	Family Support
37	Sponsored Residential Home Services	Family Support
39	Transportation	Family Support
14	Maintenance: Basic	Foster Care
15	Maintenance: Clothing Supplement	Foster Care
16	Maintenance: Child Care Assistance	Foster Care
17	Maintenance: Enhanced	Foster Care
18	Maintenance: Independent Living	Foster Care
19	Maintenance: Transportation	Foster Care
27	Private Foster Care Support, Supervision and Administration	Foster Care
41	Treatment Foster Care Case Management	Foster Care
26	Private Day School	Special Education/Wrap
28	Private Residential School	Special Education/Wrap
29	Residential Education	Special Education/Wrap
36	Special Education Related Services	Special Education/Wrap
30	Residential Room and Board	Residential
31	Residential Case Management	Residential
32	Residential Daily Supervision	Residential
33	Residential Supplemental Therapies	Residential
34	Residential Medical Counseling	Residential

Value	Service Name	Service Names Group
4	Case Support	Other
24	Other	Other
42	Utilization Review	Other

Expenditure Code Groups

Value	Expenditure Code	Expenditure Group
1a	Foster Care - IV-E children in Licensed Residential Congregate Care; pool expenditures for costs not covered by IV-E (i.e., non-room and board)	Residential
1b	Foster Care - all others in Licensed Residential Congregate Care	Residential
1c	Residential Congregate Care—CSA Parental Agreements ; DSS non-custodial Agreements	Residential
1d	Non-Mandated Services/Residential/Congregate	Residential
1e	Educational Services - Congregate Care	Residential
2a	Therapeutic Foster Care – IV-E	Foster Care
2a1	Therapeutic Foster Care	Foster Care
2a2	Therapeutic Foster Care – CSA Parental Agreements ; DSS noncustodial Agreements	Foster Care
2c	Family Foster Care – IV-E ; Community Based Services	Foster Care
2e	Family Foster Care – Children receiving maintenance and basic activities payments; independent living stipend/arrangements	Foster Care
2f	Community - Based Services	Community-based
2f1	Community Transition Services – Direct Family Services to Transition from Residential to Community	Community-based
2i	Psychiatric Hospitals/Crisis Stabilization Units	Community-based
3	Non-Mandated Services/Community-Based	Community-based
2g	Special Education Private Day Placement	Special Education
2h	Wrap-Around Services for Students With Disabilities	Special Education

Appendix B

CANS Domains and Items

School Domain: School Behavior, School Achievement and School Attendance

Behavioral/Emotional Needs Domain: Psychosis, Impulsivity/Hyperactivity, Depression, Anxiety, Oppositional, Conduct, Adjustment to Trauma, Anger Control, Substance Use and Eating Disturbance

Strengths Domain: Family, Interpersonal, Optimism, Educational, Vocational, Talents/Interests, Spiritual/Religious, Community Life, Relationship Permanence, Child Involvement with Care, and Natural Supports